

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Chief of Chaplains, 2700 Army Pentagon, Washington DC 20310-2700

SUBJECT: Career Management Field (CMF) 56M Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 3 October 2006, subject: Memorandum of Instruction for the FY07 MSG Promotion Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 56 submits this Review and Analysis to assist you in executing your duties as proponent for this CMF.

3. Competence assessment. The overall quality of 56M records was outstanding. The best-qualified NCOs clearly achieved and maintained high patterns of performance in the most challenging assignments, performance, and potential. Other important indicators used to determine promotion selections included military and civilian education levels, awards, honors, physical fitness and bearing.

a. Performance and potential. Soldiers in the zone of consideration for promotion had excellent records. The board panel considered favorably those NCOs who served and performed successfully in the high risk and challenging assignments. In general, raters who clearly quantified or substantiated the NCOs' excellence ratings were considered favorably. Senior raters who clearly articulated the potential for promotion up front (promote now to MSG, must promote immediately, etc.), assisted the panel members to quickly identify the NCOs potential for promotion. Overall, potential for promotion and advancement was strong; however, many NCOERs failed to justify excellence ratings.

b. Utilization and assignments. NCOs who served in a variety of assignments at the current grade were more competitive for promotion. They aggressively sought out the most challenging jobs, maintained high levels of performance and demonstrated exceptional potential for advancement. Chaplain assistant NCOs who sought out opportunities to serve in duty positions above their current grade were viewed favorably by the board panel. Although few opportunities exist for CMF 56 to serve in traditional Army-wide leadership positions (i.e. First Sergeant, Platoon Sergeant, Detachment Sergeant, etc.) the pursuit of additional duties in their units weighed favorably during the panel deliberations. In general, utilization of chaplain assistants across the Army is excellent and within the parameters established by the proponent office. NCOs who successfully served in a variety of assignments (MTOE/TDA), as well as in special

assignments (i.e. Drill Sergeant, Small Group Instructor, Recruiter, Observer Controller, EOA, etc.), were considered more competitive for promotion.

c. Training and education. Most NCOs in the zone of consideration for promotion were graduates of ANCOC. Exceeding the standards, achieving Distinguished Leadership Award, Distinguished Honor Graduate, or top 20% in any NCOES courses as indicated on DA Form 1059, was given favorable consideration on the NCO record. Almost 50% of all 56Ms reviewed by this board possessed their Bachelor or Master Degrees, which also weighed positively in the selection process. This is an indicator that a great number of NCOs realized the relevance of continuous education and its impact on promotion to the next rank. NCOs in the CMF 56 are strongly encouraged to pursue military training opportunities such as Battle Staff in order to enhance their tactical skills necessary to support real-world contingency operations. Excellence in military schools generally translated to outstanding performance in the field.

d. Physical Fitness. Overall, chaplain assistant NCOs demonstrated a high level of physical condition. Earning of the APFT badge consistently over consecutive rating periods was considered a plus by the board members. Raters must ensure that excellence ratings in Physical Fitness are annotated on the NCOER, especially if the Soldier scores 90 on each event.

e. Overall career management. The board consensus was that CMF 56 is being effectively managed. It is the responsibility of the NCO, his/her branch manager and the proponent office, to ensure that all NCOs have the opportunity to serve in the most demanding/high risk assignments. A diverse history of successful challenging and high-risk assignments was a positive indicator for advancement and potential.

#### 4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. Compatibility in all CMFs reviewed by this board appears to be appropriate and healthy. NCOs in the zone of consideration appear to have plenty of opportunities to develop well-rounded technical and tactical skills in both MTOE and TDA assignments

b. Suitability of standards of grade and structure. In general, the standards of grade and force structure are appropriate and compatible with other CMFs on the panel. Also, ample opportunities exist within the CMF 56 for Soldiers to compete for promotion to Master Sergeant.

c. Assignment and promotion opportunity. All CMF assignments provide excellent opportunities for success. The most heavily weighted standard used by the board was comments from senior raters on the NCOs' performance and potential in leadership assignments commensurate with grade and MOS. Justifiable and objective comments were the most useful in determining best qualified for promotion and schooling. Successful assignments in positions above an NCOs' grade were viewed as strong indicators of potential to lead at the Master Sergeant level. Promotion to Master

Sergeant in CMF 56 is exceptionally competitive due to the low density of the positions available. NCOs must seek a variety of assignments in order to demonstrate leadership capabilities/potential as well as high degree of technical and tactical proficiency.

d. Overall health of CMF. The overall assessment of the CMF is outstanding and strong. Board members were particularly impressed with the high quality, potential, motivation, and competitiveness of chaplain assistant NCOs serving across the spectrum of assignments. The CMF is populated with solid and strong NCOs who are meeting the challenges and requirements of the GWOT.

## 5. Recommendations.

a. CMF structure and career progression. Assignment diversity throughout a Soldier's career with leadership experience at all levels of the rank structure, provides a competitive edge for promotion.

b. Competence. There were a considerable number of NCOs that sought out the hard jobs. HRC and the proponent office need to emphasize to NCOs in the field the importance of getting a variety of TDA, MTOE, and special assignments. Tough assignments and time in deployed units while serving successfully in leadership positions, was a plus. Balance, however, is the key to success. Chaplaincy leaders at all levels should encourage NCOs to seek service opportunities in the most demanding/tough assignments in the MOS. NCOs who demonstrate a high level of performance in these positions send a clear message to the board regarding their potential to serve at the MSG level.

c. NCOERS. Raters must justify bullet comments. Frequently, excellence bullets are not justified on the NCOER. Excellence bullets should be clearly articulated, fully justified and quantified. Many NCOERs had justified "excellence" ratings in two or three categories and were viewed as very competitive by the board. NCOERs with justified "excellence" ratings in all five categories are rare and should continue to be reserved for only the best. This sends a powerful message to the board. Raters should put the strongest bullets first - they will stand out and send a clear message. A Senior Rater single bullet that accurately justifies the rating block is better than several bullets that say nothing. "Promote immediately" or "select for 1SG" or words to that effect sends a strong message to the board and should continue to be reserved for only the very best

d. ERB update. Record discrepancies weighed unfavorably for those NCOs who did not update or validate their records. Therefore, it is imperative that NCOs review, update, and validate their ERB before the board so that panel members have current and accurate information during the deliberation process.

e. Duty Position/Title on NCOER. NCOs in CMF 56 must ensure that the Duty Position/Title on the NCOER corresponds with the Duty Position on the ERB. Several records reviewed by this panel found duty titles that did not accurately

reflect the level of responsibility. Duty titles such as UMT NCO, UMT trainer, Fund Manager, Chapel NCOIC, Post NCOIC, did not convey to the board the level of risk/challenge held by those positions. NCOs need to ensure to capture the level or organization they are serving in (i.e. Installation, Division, Corps, Separate Brigade, Observer Controller, ASG, BSB, etc.).

f. Photos. It is imperative that chaplain assistant NCOs maintain a current photo on file that reflects their current grade, changes in duty stations, new ribbons and badges. NCOs must ensure that, when taking official photos, the standards of AR 670-1 and FM 3-21.5 (Drill and Ceremonies), are kept and enforced.

e. CMF Proponent Packets. (Overall quality) The Proponent packet provided to the board served as an excellent tool of useful information that prepared panel members to review and vote 52 records.

6. Conclusion. The board believes it selected the best qualified NCOs for promotion. Chain of command involvement in all aspects of the promotion selection process (i.e. quality/current and accurate photographs, opportunities for diverse and challenging assignments in leadership positions, detailed/justified comments and block checks on NCOERs, updated ERBs, etc.) is a must. The most effective and heavily weighed tool available to the board members is the NCOER. Rating officials and leaders at all levels must continue to make the tough call when writing and reviewing NCOERs. To prevent inflation and ensure the integrity of the NCOER, it is incumbent on raters, senior raters and reviewers to ensure they are precise in the language they use to convey accurate information on the performance and potential of our future Master Sergeants.

BARRYE L. PRICE  
Colonel, AG  
Panel Chief